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The BLM'S NATIONAL STRATEGY and IMPLEMENTATION PLAN TO SUPPORT and ENHANCE PARTNERSHIPS 2014-2018



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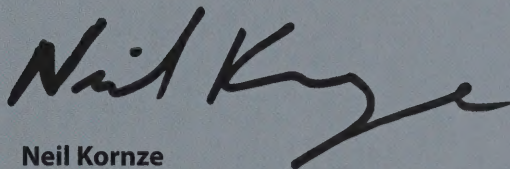
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From the Director

On behalf of the Secretary of the Interior and the Bureau of Land Management (BLM), I am pleased to present our agency's National Strategy and Implementation Plan To Support and Enhance Partnerships, 2014–2018. This is the BLM's first national partnership strategy, and it was developed in cooperation with our partner organizations and stakeholders, all of whom contributed ideas and suggestions. The resulting national framework will advance and strengthen partnerships across the agency.

As the nation's largest land manager, the BLM faces tremendous challenges every day. However, we do not face these challenges alone. Our friends and partners work with us to improve rangeland health, guard fragile biological and cultural resources, support a wide array of recreational activities, and tackle other shared goals. Our partners—whether they are national organizations, tribes, community associations, friends groups, or other government agencies—make a difference in everything we do.

The BLM looks forward to working with our many excellent partners to fully implement this strategy over the next 5 years.


Neil Kornze





Introduction

The Bureau of Land Management (BLM) has long depended on working with others, through partnerships, to enhance public lands and to carry out its multiple-use mission. Meaningful engagement with partners is helping ensure that federal decisions and efforts reflect the interests of affected communities while accomplishing shared or complementary goals. Moreover, as federal budgets and staffs shrink, partner assistance is becoming an especially vital factor in the stewardship and management of public lands.

BLM partnerships are truly cross-cutting, occurring at all levels of the agency and in key program areas, such as fire management, energy development, conservation of wildlife and cultural resources, and recreation. Local volunteer organizations and friends groups are a thriving partnership force, lending far-reaching assistance to the BLM and, in particular, the National Landscape Conservation System. At a broader, landscape level, a great array of different partners with innovative ideas is helping the BLM deliver model land-management programs.

The diversity of resources on 245 million acres of BLM public lands provides a similar wealth of opportunities for the BLM and interested organizations, businesses, educational institutions, agencies, tribes, and individuals to collaborate and to explore new approaches to land management for the benefit of present and future generations.



Background and Development

The challenges of conservation increasingly require a partnership approach—and one in which the federal government becomes a better partner. This objective found voice in America's Great Outdoors Initiative, started by President Obama. A similar direction was described in Executive Order 13352, "Facilitation of Cooperative Conservation," issued by George W. Bush in 2004, and in the 2008 Partnership Policy of the Department of the Interior (DOI), 301 DM 5.

While individual BLM offices have a history of collaboration and partnerships, an agencywide emphasis on partnerships has been limited until recently. The Challenge Cost Share (CCS) program is one of the earliest examples of a nationwide BLM partnership effort, predating the directives described above. Established in 1985 with a congressional appropriation of \$300,000, the program has expanded from its original wildlife focus to include range, forestry, recreation, and cultural resource management. CCS requires the BLM and diverse partners to work together and leverage funding to accomplish mutually beneficial objectives. Relying on contributions from multiple sources, the BLM has leveraged \$171 million in federal funds at a 1:1 or better match to create more than \$346 million in funding for high-priority work.

Service First—another nationwide partnership example—has improved customer service by providing central locations for the public to obtain permits, pay fees, and gather information concerning the activities of four agencies—the BLM, U.S. Forest Service, National Park Service, and U.S. Fish & Wildlife Service. Piloted in 1997 and permanently authorized in 2012, Service First allows these agencies not only to manage activities jointly but also to share staff, office space, and resources. The BLM participates in Service First offices in Oregon, Colorado, and elsewhere.



The following definitions are adapted from the DOI's Partnership Policy (301 DM 5):

PARTNER – an umbrella, generic term to refer to individuals, organizations, agencies, tribes, and/or other entities interacting in a relationship (partnership) with the BLM, to achieve common goals of both the partner and the BLM.

PARTNERSHIP – a voluntary and mutually beneficial collaborative relationship between the BLM and one or more partners. It is built on the contributions of each partner and formed to achieve, or to assist in achieving, a common goal.

Over the years, the BLM has found different ways to invest in partnerships. In 1995 the Partnership Series was developed and began offering employees and partners a suite of seven training courses to help build the skills necessary to meet land stewardship goals through collaboration and partnerships. More than 2,000 people participated in these courses through the BLM's National Training Center (NTC). Similarly, the BLM created various desktop guides, including one for collaborating with nonprofit organizations and another for building relationships and coordinating with local, state, and federal cooperating agencies. The BLM also developed the Managing by Network training program for federal employees to build their partnership and community collaboration skills and to learn from one another's experiences across the country. Multiple agencies, and more than 225 land managers, have benefited from this unique, distance-learning program.

In 2010 the BLM hired a national partnerships program lead to strengthen and improve partnership efforts across the BLM. This position also works with other Department representatives on a working group that shares best practices and seeks solutions to common partnership challenges.

Through several awards programs, the BLM continues to highlight and express its appreciation for outstanding partnerships that have produced notable results for the public lands and the American people. The Public Lands Partnership Excellence Award and the BLM Director's Excellence Through Stewardship Award are two such national recognition programs. In addition, many BLM-led partnerships have received a Partners in Conservation Award, one of only a few categories of honor awards presented by the Secretary each year.

The partnership strategy and implementation plan described in this booklet tier from the Department's Partnership Policy and will provide a foundation for improved coordination and support of BLM partnerships during 2014–2018. The BLM intends to focus on staff and training, guidance and tools, practitioner networks, and data collection and reporting.

Staff, partners, and stakeholders contributed ideas to this strategy and implementation plan at various meetings, including the national session that led to a separate strategy for the National Landscape Conservation System. BLM employees representing a range of BLM offices and programs then incorporated this input into a draft. Four smaller teams continued to refine the draft for broader review throughout the BLM. The many excellent comments that were received from staff at all levels of the BLM are reflected in this final version.



Vision and Mission

Partnerships Program Vision:

The BLM and diverse partners share stewardship responsibilities in overseeing the nation's public lands and mineral estate. The BLM embraces partnerships as integral to achieving its mission.

Partnerships Program Mission:

The BLM seeks to advance, strengthen, and support the use of partnerships nationwide to improve the management, stewardship, and public enjoyment of the nation's public lands on a continuous basis.





Guiding Values and Principles

- Partnerships are integral to achieving the BLM's mission and add value for both the BLM and its partners.
- Successful partnerships reflect a shared vision, trust, transparency, and good communication.
- Partnerships should use collaborative processes, within legal constraints.
- The BLM celebrates the diversity of partners that engage with the BLM in managing the public lands, and values the contribution of their individual strengths and perspectives.
- The BLM values and respects its partners' organizational cultures.
- BLM staff value their relationships with partners beyond the products and services that partnerships produce or deliver.





Goals, Objectives, and Actions

GOAL 1: Identify and Focus Staff and Training Resources To Advance and Support Partnership Activities across the BLM

Background/Rationale:

Many individuals in the BLM community possess a wealth of knowledge and expertise relevant to the development and management of successful partnerships. By establishing a framework for coordinating and supporting partnership efforts agencywide, and by offering training to staff and partners to enhance their skills and competencies, the BLM can strengthen and advance its partnership efforts.

Objective 1.1: Establish a framework at the national level for coordinating and supporting partnership efforts.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
1.1.a. Establish an interdisciplinary National Partnerships Working Group composed of staff from all levels of the organization (i.e., WO, state offices, and field offices) to help facilitate and support BLM partnerships nationally and to guide partnership efforts at the national level.	National Office (WO-420)	National Office (WO-420); state offices; field offices	Year 1	Team established; list of team members, purpose and objectives, and membership and organization documented



Objective 1.2: Establish a framework at the field level for coordinating and supporting partnership efforts.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
1.2.a. Designate a point of contact (POC) within each state office to help facilitate and promote partnerships and to provide statewide coordination on national data calls.	State offices	State offices	Year 1	List of designated state office POCs completed
1.2.b. Develop state teams to help support state POCs and partnership efforts and to facilitate peer-to-peer networks for sharing of best practices. Team members may include field staff experienced in working with and supporting partnerships.	State offices	State offices	Year 2	Teams established



Objective 1.3: Strengthen the partnership skills and competencies of BLM staff and partners to develop and sustain successful partnerships.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
1.3.a. Establish a set of core partnership and collaboration competencies.	National Office (WO-420)	National Office (WO-420 & WO-700); NTC	Year 1	List of competencies established; guidance issued
1.3.b. Identify, centralize, and promote existing partnership training opportunities for BLM staff and partners.	National Office (WO-420)	National Office (WO-420); NTC; state offices; field offices	Year 1, and then ongoing	List of training opportunities
1.3.c. Deliver and expand the Managing by Network training program, and develop new learning tools (e.g., video, electronic forums) to improve network training for participants and refreshers for alumni.	National Office (WO-420); NTC	National Office (WO-420); NTC	Year 1, and then ongoing	Training delivered and new tools developed
1.3.d. Conduct a training needs assessment to identify who needs to be trained and which partnership competencies to emphasize during training.	National Office (WO-420); NTC	National Office (WO-420); NTC	Begin year 2; complete year 3	Assessment results documented
1.3.e. Develop partnership training instruments to address identified needs, including: • partnership modules for integration into the BLM's core/major training programs and orientation curricula (e.g., Pathways, leadership training) • a "nuts and bolts" course or module series that comprehensively covers the key aspects of building and sustaining partnerships and that highlights partnership and collaborative best practices	National Office (WO-420)	National Office (WO-420); state offices; field offices	Years 3–5	Training tools, resources, modules identified/developed



GOAL 2: Develop, Streamline, and Standardize Guidance and Tools To Support BLM Partnerships

Background/Rationale:

The BLM has long relied on partnerships at every level to carry out its multiple-use mission. The tools and resources available to develop and sustain these partnerships, however, are not centralized and have been subject to multiple interpretations, resulting in confusion among staff and partners. The America's Great Outdoors Initiative has emphasized the importance of making the federal government a better partner. By clarifying policy and guidance, and consolidating and/or developing tools, the BLM can take a major step forward in developing and sustaining vital partnerships.

Objective 2.1: Develop and refine guidance, as needed, to assist the BLM with initiating and sustaining partnerships.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
2.1.a. Consolidate and make accessible existing partnership policy and guidance.	National Office (WO-420)	National Office (WO-420)	Begin year 1; complete year 2	Existing policy and guidance organized in one location
2.1.b. Conduct internal review of existing policy and guidance, and determine whether additional guidance, clarification, or both are needed.	National Office (WO-420)	National Office (all directorates); state offices	Year 2	Internal review completed; results documented
2.1.c. Update or develop new guidance, as needed, on the following: • new or modified authorities • appropriate instruments to use in support of various types of partnerships • acceptance, use, and solicitation of donations to the BLM; donor recognition • ethical sideboards for agency staff at all levels who are engaged in partnership activities • other topics identified in needs assessment	National Office (WO-420)	National Office (primarily WO-420, WO-800, & WO-700; input from other directorates)	Years 2–5	Guidance issued



Objective 2.2: Identify and promote existing partnership tools, and revise or develop additional tools, to foster effective partnerships.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
2.2.a. Identify existing tools to assist BLM staff and partners in developing and sustaining successful partnerships.	National Office (WO-420, WO-800, & WO-700); NTC	National Office (WO-420, WO-800, & WO-700); NTC; input from state offices and field offices	Year 1	Inventory of existing tools and resources completed
2.2.b. As part of the training needs assessment (see action 1.3.d.), determine what additional tools are needed for BLM staff to facilitate effective partnerships.	National Office (WO-420)	National Office (WO-420, WO-800, & WO-700); NTC; state offices; field offices	Begin year 2; complete year 3	Assessment results documented
2.2.c. Develop additional tools identified through needs assessment.	National Office (WO-420)	National Office (WO-420)	Year 2, and then ongoing	Tools developed



2.2.d. Update, as needed, and consolidate partnership tools and resources in a web-based guidebook on fundamentals of partnership development and implementation, including: • decision support tools for selecting the right partnership and funding agreements • procurement checklists and step-by-step "how to" flowcharts • agreement templates to support partnership efforts • standards and techniques for fund transfers under existing agreements • skills-building resources • training opportunities • funding opportunities, including information on Challenge Cost Share program • examples of innovative and successful partnerships that meet legal requirements as well as BLM and partner needs • links and other information to facilitate improved partnership capacity	National Office (WO-420 & WO-800)	National Office (input from all directorates); state offices; field offices	Years 2-5	Web-based guidebook developed
2.2.e. Consolidate and provide appropriate tools and resources for partners on the BLM's website.	National Office (WO-420)	National Office (WO-420)	Year 2, and then ongoing	Partnership aspect of BLM website developed



GOAL 3: Develop and Support Practitioner Networks To Maintain and Sustain Successful BLM Partnerships

Background/Rationale:

The BLM's long-standing efforts in accomplishing its work through partnerships have produced a dispersed cadre of experienced partnership practitioners throughout the BLM and across programs. By further developing this network of practitioners—or "community of practice"—through enhanced communication, forums, and opportunities to share and leverage expertise, and by recognizing and promoting partnership successes, the BLM will help strengthen and advance partnership success.

Objective 3.1: Foster, support, and nurture partnership practitioner networks.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
3.1.a. Identify, promote, and develop networking and peer-to-peer partnership capacity-building and learning opportunities for BLM managers, staff, partners, and communities of practice through: • training programs • expertise-, experience-, and idea-sharing forums • mentoring opportunities and informal exchange systems	National Office (WO-420)	National Office (input from all directorates); NTC; state offices; field offices	Year 2, and then ongoing	Number and type of networking opportunities (e.g., conferences, training and peer-to-peer forums, workshops, web platforms, social media, mentoring and exchange relationships) identified, promoted, and developed



Objective 3.2: Highlight and promote BLM partnerships and communicate best practices internally and externally.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
3.2.a. At all organizational levels, use diverse communication approaches, such as websites, social and news media, and other forums, to showcase and promote partnership success stories and best practices and to link the community of partnership practitioners more effectively.	National Office (WO-420 & WO-600)	National Office (WO-420 & WO-600); state offices; field offices	Year 1, and then ongoing	Individual products used to improve communication and visibility of partnership successes
3.2.b. Develop webpage templates for partnership websites at the national and state level.	National Office (WO-420 & WO-600)	National Office (WO-420 & WO-600); state offices	Year 2	Templates and web content developed

Objective 3.3: Recognize, showcase, and promote partnership innovation, excellence, and achievements throughout the BLM.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
3.3.a. Promote and encourage participation in existing Department, BLM, and other partnership recognition and awards programs.	National Office (WO-420)	National Office (WO-420); state offices; field offices	Year 1, and then ongoing	Guidance issued on awards programs; increased percentage of partnerships recognized
3.3.b. Elevate the recognition of successful partnerships through the BLM Director's Awards Program.	National Office (WO-420 & WO-600)	National Office (WO-420, WO-200, & WO-600); state offices	Year 2	Stronger partnerships emphasis integrated into the Director's Awards Program
3.3.c. Develop state recognition programs for staff who develop and sustain successful partnership initiatives.	State offices	State offices	Year 2	State recognition programs established



GOAL 4: Identify Data Needs and Systematically Report on the Accomplishments of BLM Partnerships

Background/Rationale:

The BLM is frequently called on to provide data about partnerships to decisionmakers in the agency, throughout the administration, and on Capitol Hill. The leverage that the BLM gains from partner contributions and that it uses to accomplish mutual goals is a major piece of data that the BLM needs to convey. It is unclear, however, whether data collected under existing systems are complete and whether they are sufficient to reflect partner contributions and to support decisionmaking effectively. The BLM will identify, assess, and modify current data collection systems to create a consistent process for gathering and using more complete and accurate information about the effectiveness and accomplishments of BLM partnerships.

Objective 4.1: Determine data collection needs and uses.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
4.1.a. Determine the data needed to keep key stakeholders informed and to reflect partnership accomplishments more accurately.	National Office (WO-420)	National Office (all directorates); state offices	Year 1	Data needs identified

Objective 4.2: Inventory current data collection systems to identify gaps.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
4.2.a. Develop a list of the systems and means currently in use to collect data on partnerships (e.g., Recreation Management Information System).	National Office (all directorates)	National Office (all directorates); state offices; field offices	Year 1	List of current systems documented



Objective 4.3: Fill in data gaps with new information collections as needed.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
4.3.a. Determine the data that need to be consolidated and reported at the national level, and ensure processes are in place to capture the data.	National Office (WO-420)	National Office (WO-420); state offices	Year 2	Data collection instruments and processes established

Objective 4.4: Convey data about partnership effectiveness and accomplishments in an annual report to stakeholders.

ACTION	LEAD(S)	COORDINATING OFFICE(S)	TARGET DATE(S)	MEASURABLE OUTPUT(S)
4.4.a. Provide an annual report for internal and external audiences on the effectiveness and accomplishments of the BLM's Partnerships Program.	National Office (WO-420)	National Office (WO-420); state offices	Year 3, and then ongoing	Report developed



Acknowledgments

The BLM Division of Education, Interpretation, and Partnerships would like to thank the many BLM employees, partner organization representatives, and public lands stakeholders who contributed to the development and production of this strategy and implementation plan.

For more information on the BLM's Partnerships Program, please visit www.blm.gov/education.

Additional copies of this publication may be obtained by calling (202) 912-7457 or by writing to:

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